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D R A F T: 19 September 1978

MEMORANDUM FOR: Robert R. Bowie, Director
National Foreign Assessment Center

SUBJECT : The Warning Account

1. You have asked me to take over the warning account, becoming perhaps "NIO for Warning." You also stated that you and the DCI thought that this should be my primary responsibility.

2. My present responsibilities in order of priority are: First, our current intelligence operations, including the publications, the DCI's presidential briefings, and a variety of miscellaneous-related functions; second, the warning account; third, a variety of miscellaneous substantive and administrative responsibilities in the Center; fourth, the chairmanship of the Board of Intelligence Studies and the Center for the Study of Intelligence. These have kept me reasonably busy, but do not extend me. In short, I have felt that my talents have not been fully employed.

3. What you propose would place the warning account first and expand it substantially. I believe this is quite correct. The warning account is so closely related to the current intelligence account, however, that I believe it would weaken the system rather than strengthen it if these two were to be separated. Moreover, the kind of realignment of the Operations Center and CRG that we dis-

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cussed this morning will solve a nagging problem that has taken too much of my attention. For these reasons, I would prefer to shuck away duties as required from the third and fourth priority functions as the warning account grows and retain the first two, now in reversed order.

4. If the DCI's warning officer is to come from CIA, he should have an assistant or deputy from Defense, and I would hope to use this officer to relieve me of many of the non-substantive warning duties. The combination of these steps should make a workable package.

5. As to title, I think it would be a ~~bad~~ mistake to create an NIO for Warning. Rather I would retitle my own job as Associate Director for Warning and Current Operations. The essence of what the DCI is trying to do here is to demonstrate the importance he places on this subject. Moreover, to make it work effectively with the present NIOs, I will need my present authority and access to the DCI. Finally, there is a personal consideration. First with your own arrival and then with the DDI merger, I am now a rung or two down the ladder from where I was. The NIO title would give the appearance of slipping down another rung, and under those circumstances I doubt that I would be taken very seriously in the Community or in this building.

6. Obviously, any new arrangement of this kind will have to be subjected to trial and error, but I would rather start on this basis and then adjust as the demands on my time become greater. I

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would undertake, however, to ensure that the warning responsibility
were named the primary one.

Richard Lehman
Associate Director - Substantive Support

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